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The Director of Central Intelligence

Washington, D.C. 20505

National Intelligence Council

NIC #02656-84
3 May 1984

MEMORANDUM FOR: Director of Central Intelligence

VIA: Chairman, National Intelligence Council

FROM: David Y. McManis
National Intelligence Officer for Warning

SUBJECT: Warning Marches On

1. Two events are about to occur which represent a culmination of major efforts to respond to your direction in broadening the understanding of warning. The implication of these events is probably not well understood by the community but will become clearer over the ensuing years.

2. The first of these is the completion of NIE 4-1, which is sailing through the final coordination process. This estimate, which has consumed a great deal of the resources of my office as well as those of Ted Atkeson, will establish the warning doctrine in an unprecedented way. The key theological issues are: that warning is not just a military problem and, indeed, includes technological, economic, political, and other social activities; that the decision/policy maker is critical to the warning process; and that ambiguity and early warning will always go together, that is, there will rarely, if ever, be a real warning that is not ambiguous.

3. The second major event will be the mounting of the National Warning Training Course by Office of Training and Education for the community. The dry run will be in June and the first formal course in September 84. The course is designed for the mid-career analyst, but the efforts underway to develop the lesson plans and course materials will have direct application to other forums, including the Foreign Service Institute.

4. Together these represent some giant steps forward.

David Y. McManis

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